

GUIDANCE DOCUMENTS FOR SPECIALIST GROUPS



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INTRODUCTION

The Specialist Groups are the core vehicle in IWA and key benefits for IWA members. In order to better support the self-management of groups by the specialist groups themselves, this document gives guidance on how to operate the groups, and explains on the terminologies relating to different types of volunteering groups we have within the IWA network.



Operating Procedure for the Formation, Operation and Termination of IWA Specialist Groups

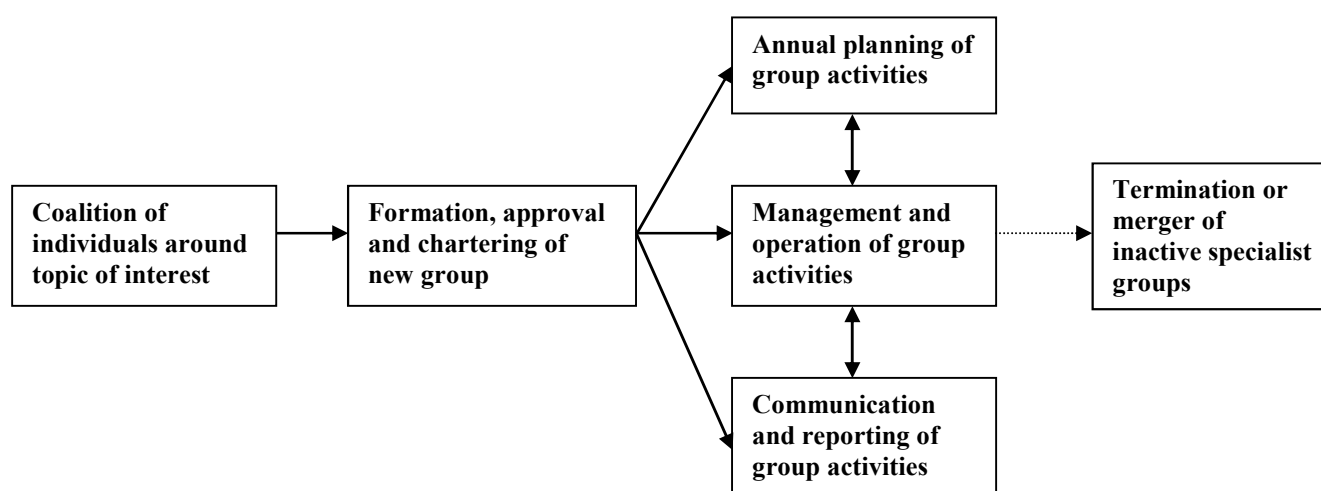
1. Preamble

A key benefit of IWA membership is the ability to join Specialist Groups. These are coalitions of individuals who work in water related topics of common interest. They provide a sound structure for international specialists to network, share knowledge, information and skills, and make good professional and business contacts. The SGs operate across a wide spectrum, in scientific, technical and management sectors. They are active in e.g. staging conferences, workshops and seminars and produce scientific and technical reports, manuals of best practice, and develop and publish position papers. As the Groups are self-establishing and self-managed, they typify the bottom-up, member-led nature of IWA.

The IWA Strategic Council (SC) represents the interests of Specialist Groups at IWA global level through a sub-committee created to support Specialist Groups (The Strategic Council sub-committee on Specialist Groups (SC2SG)).

This Operating Procedure sets out the steps necessary to establish and wind up a specialist group and should be read in conjunction with two supporting documents: 1. Constitution Template for Specialist Groups; and 2. Partnership Agreement between IWA Specialist Groups and the IWA Office.

2. Overview of the Processes Involved in the Formation, Operation and Management of Specialist Groups





3. Formation and Chartering of Specialist Groups

Membership of Specialist Groups is a benefit of membership and is therefore restricted to IWA members (Individual, Corporate, and Nominated Representatives of Corporate Members). Therefore all Group Officers should be members of IWA (either individually or via their employer as nominated representative of IWA corporate member).

3.1. Chartering a New Group

Successful Specialist Groups have clearly defined management structures, objectives, scope and terms of reference. Specifically,

- 3.1.1. Each Group should have a clear long-term vision and expected outcomes with which the group can create impacts and benefit IWA members
- 3.1.2. Each group should have a constitution (see Constitution Template for Specialist Group) describing the topics covered and the governance structure of the group.
- 3.1.3. Each group should have in place an appropriate management structure (see Constitution Template for Specialist Group).
- 3.1.4. Regular elections should be held for the positions available within the Management Committee (see Constitution Template for Specialist Group and Guidelines for the Elections of Specialist Group Leaders and Management Committee Members).
- 3.1.5. The scope of the group should not overlap significantly with other groups. The current list of specialist groups and their fields of interest can be found on the IWA website at: <http://www.iwa-network.org/iwa-specialist-groups/>. In case obvious overlapping exists, the members proposing a new group will be encouraged by the SC2SG to approach the corresponding existing SG, to refine / adapt their proposal, or to establish working group within or merge into the existing SG.
- 3.1.6. The group should plan to produce an annual report outlining activities undertaken in the past year and planned for the next period. This report should be completed and submitted to IWA Office for the purpose of informing the IWA Strategic Council and IWA Programme Committee.
- 3.1.7. All outputs from Specialist Group activities (e.g. papers, proceedings, reports, books, ideas programmes, etc.) carried out under the auspices of IWA remain the property of IWA or IWA Publishing Ltd. Specific agreements may need to be prepared when a group works with other organisations (The IWA Office is happy to advise).



3.2. Forming a new Group

To form a new group, a written application should be sent to the IWA Specialist Groups Manager at IWA Office (Hong Li, hong.li@iwahq.org). The application should clearly state:

- Proposed name of the new Group
- Terms of reference/Constitution
- Description of the topics to be covered
- Names and contact details of the proposed Chairman, Secretary, and members of the Management Committee (provisory until the next formal elections).
- Outline the expected outcomes, and activities to create outputs in order to reach the outcomes.
- A plan and time schedule for the first 1 - 2 years of activities and the expected outputs of these activities (product(s) or deliverable(s))

The Specialist Groups Manager and members of the Strategic Council sub-committee will review the proposal taking into account the criteria in 3.1 above. The proposal will then be forwarded to the Chair of the IWA Strategic Council for approval. Following approval, the proposers will be notified, the new Group will be publicised by IWA and members will be encouraged to join the new group.

4. Operation and Management of Specialist Groups

Group leaders should recognise that most Group members will be relatively passive, content to receive communications and attempt to attend the Group events. Group leaders should however try to encourage their members to use the international networking opportunities that the Groups provide.

5. Winding up of inactive groups

Members who join Specialist Groups expect the groups to provide at minimum activities such as a newsletter or electronic networking and discussion or periodic face-to-face events.

IWA Office may from time to time provide advice to the Strategic Council or Board of Directors on levels of activity in groups with a view to ensuring continued member service. This would be enhanced by regular communication with IWA Office through annual reports.

At a minimum the Specialist Group Manager will contact group leaders on a quarterly basis to ensure that IWA Office is responding to the needs of the group.



5.1. Level of Activity

A Specialist Group may become inactive for a number of reasons including: topic no longer relevant, lack of leadership and lack of member interest. Specialist Groups' activities will be monitored using the criteria of:

- Conference and workshop frequency
- The frequency of newsletters and publications
- The regularity of Specialist Group management committee/board meetings
- Attendance at SG Leaders Forum (convened periodically by the IWA Office).
- The extent to which the Group is actively planning new activities
- Regular correspondence and reporting to IWA office

The IWA Office recognises that no one of these criteria provides evidence of inactivity. Rather, what is looked for is a pattern of inactivity. When inactivity is obvious, the members do not achieve the value from their membership they have a right to expect, and following consultation, steps would be taken to wind up the group. These consultation steps would include:

- Contacting the Group leaders to discuss means by which the group can be reinvigorated
- Requesting the group to submit a programme of future activities
- Assist in setting up elections for a new management committee
- Suggesting changes in the management committee, including removing, or adding/electing new members of the management committee/board
- Drafting new terms of reference
- Suggesting activities to raise interest in the topic area

6. Termination Process

If it is decided that a group should be wound up, either the IWA Office or the Management Committee of the group will prepare a submission for the Strategic Council, detailing:

- The reason the group should be wound up
- Whether a replacement group covering all or part of the field of activity of the group to be wound up should be established as a replacement

This will be submitted firstly to the SC2SG for advice, then the IWA Executive Director for review. If the Executive Director gives the approval, the submission will be forwarded to the Strategic Council for endorsement. This can be done out of session. If the Chair of the Strategic Council endorses the winding up of the group, the IWA Office shall notify the members of the group of this decision.



Constitution Template for Specialist Group

This is a template for use by Specialist Group Leaders in formulating a constitution for their group. It covers some basic elements that would usefully be features of any group's constitution. However, additional elements could be added at the discretion of the group and there is considerable flexibility within this template for the Specialist Groups to operate in the manner that best suits their circumstances. Suggestions by the IWA Office are shown in the notes below. These suggestions are generally meant only as a guide in preparing a draft constitution. It is intended that Specialist Groups will adapt this template to suit their own needs.

A copy should be sent to IWA Office staff member in charge of SGs.

Name

The name of this Specialist Group is.....

Objective(s)¹

The objective of the Specialist Group is to

Membership²

Membership of the Specialist Group is open to all IWA members, either individually or through their employer.

All Specialist Group Officers and members of management committees must be members of IWA.

Activities

The Specialist Group will undertake the following activities:

- Prepare newsletters of Group activities and developments
- Convene conferences and workshops
- Initiate research papers and investigations
- Organise training courses/webinars
- Coordinate publication of articles, guides and manuals on related topics
- Share knowledge and facilitate interaction between members on IWA Connect
- Encourage the promotion of science, technology and practice development through The Source magazine, blogs, short articles, etc.
- _____ *(Delete or add as appropriate)*

¹ The statement of the group's objective (or vision statement) will also be included on the SG Web page and used as a description of the group. The statement would therefore typically be a short paragraph (4-8 lines) outlining the topics covered by the group. For example: The objectives of the group are to advance knowledge in [insert topic area] and related topics in the fields of [insert areas of interest]

² It is recognised that membership of Specialist Groups (and participation in their activities) can be an effective method of introducing new contacts to IWA and potentially recruiting new members. Therefore at the discretion of the group's officers it is possible to include non-IWA members in group activities and communications for a limited period to allow them to join IWA. In case a SG has a multiple affiliation (e.g. both IWA and IAHR for Urban Drainage SG, Hydroinformatics SG, etc.), SG members should be members of one of the parental organisations.



Management³

The Officers of the Specialist Group will comprise:

- Chair
- Vice-Chair
- Secretary
- Treasurer
- _____ *(Delete as appropriate)*

The Management Committee of the Specialist Group will comprise below positions:

- Webmaster
- Newsletter editor
- Young Water Professional representatives
- Treasurer
- Events coordinator
- Task Group or Working Group leaders
- External relations coordinator (responsible for liaison with other SGs)
- Membership coordinator
- Representatives of various geographical areas including Africa; Australasia and the Pacific; East Asia; Eastern Europe; North America; South and Central America; South Asia and China; Western Europe
- ----- *(Delete or add as appropriate)*

The main responsibilities of the Chair⁴

- Lead the planning and implementation processes of group activities and ensure the group objectives/goals are achieved through proposed activities;
- Ensure sufficient and effective communication with Management Committee members and group members;
- Liaison with other related SGs and initiatives within IWA;
- Ensure periodic elections of the Management Committee
- Maintain regular contact with IWA Office, including annual activity review.

³ Each Specialist Group should decide upon the management structure that suits it best. However, it would be appropriate to elect members to at least the positions of Chair and Secretary (other common positions that may be considered are vice-chair and newsletter editor). These elected officials would form the group's officers/leaders. Guidance document on SG elections is available.

A management committee should be created and renewed regularly. The committee would comprise the group's officers and various operational positions either elected by members or appointed by elected group officers/leaders. In addition to sharing the burden of responsibilities, the management committee would typically be structured to provide a good spread of geographic location, gender and age, topical interest and expertise.

Additionally, to ensure leadership of Specialist Groups into the future, it is strongly recommended to include more Young Professionals in the management committee (at least one).

⁴ *The Chair(s) of the Specialist Group should take the initiative to lead the management and development of the specialist group, ensure the active engagement of the management committee members' and group members' participation in group activities. The Strategic Council sub-committee for Specialist Groups reserves the right to request inactive and unethical chair to step down.*



Elections⁵

An election for the management committee will be held every ___ years (maximum 4 years) *(Insert frequency of elections as desired)*. Management Committee members may stand for- _____ consecutive terms *(suggest maximum two consecutive terms)*.

Elections will be held based on the “Guidelines for the Elections of Specialist Group Leaders and Management Committee Members” *(Insert here more details on the options of election the group will take)*.

Elections will be for:

- The Chair, Vice-Chair, Secretary, and/or the management committee members *(Delete as appropriate, chair and secretary is the minimum)*

Meetings of the Management Committee and Group⁶

A formal meeting of the Management Committee will be held:

- Quarterly
- Each half year
- Annually
- Biennially
- In conjunction with a Group’s conference or event
- In conjunction with the group meeting during the IWA Congress
- Other specified events: _____

(delete or add as appropriate)

Virtual meetings of the Management Committee will be scheduled through digital tools:

- Monthly
- Quarterly
- Each half year

(delete or add as appropriate)

⁵ *It is important that elections shall be held regularly and that they be transparent. Regular elections provide an opportunity for members to assume leadership roles and it is important for the health of the group that position holders not become entrenched. Elections could be held either specifically for the Chair, Vice Chair and Secretary (and other positions as deemed necessary) or generally for the management committee. If the latter option is chosen, those elected would determine among themselves which positions are to be held by which elected officers. The IWA Office is available to facilitate elections and provides guidelines as to the options available.*

⁶ *It is strongly recommended that a meeting of the Management Committee be convened at least once a year if not more frequently as this provides the opportunity for formal signoff of the group’s annual report. These meetings need not be face to face; teleconferences are an effective means of communication. More frequent communications are expected among the group’s management committee through social media and IWA’s online communication platform (IWA Connect).*

A full meeting of the Board (if one has been established), including the Management Committee, provides an opportunity to consider the direction of the group, determine the activities it will undertake in the next period – including the timing and location of conferences – and appoint members to vacant positions on the board or management committee.



Meetings of the full Group, including the Management Committee will be held:

- Annually
- Biennially
- In conjunction with a Group's conference or event
- In conjunction with the group meeting during the IWA Congress
- -----
(delete or add as appropriate)

Finance⁷

The Specialist Group will be self-financing.

Surplus funds generated from conferences or other activities will be deposited with the IWA Office for exclusive use of the group as needed. A treasurer may be appointed by the SG to ensure the management of the funds with IWA Office.

Chair: _____

Signature: _____

Date: _____

⁷ *It is not necessary that money be deposited with the IWA Office; the group can privately hold surplus funds as long as these funds are properly accounted for. However, IWA Office has created an account for each SG into which funds can be deposited. In all cases, a financial report should be established and published annually.*



Partnership Agreement between IWA Specialist Groups and the IWA Office

Preamble

Specialist Groups (SGs) lie at the heart of IWA activities. Self-directed and innovative they provide the opportunity for IWA members to network with their peers and mentors who are active in specialist areas and to initiate new work and activities.

SGs themselves exist under the IWA name and umbrella. The staff of IWA, based in The Hague, supports the activities of the Specialist Groups in many fundamental ways. Further, many people are led to discover the Specialist Groups through promotion of the IWA name and brand globally.

The relationship between SGs and the IWA Office gives rise to a range of reciprocal obligations. These are not rule-based prescriptions of the ways in which the relationship will be maintained. Rather, they form the basis of a partnership. When mutually accepted they provide a framework for the IWA family to live by. The following table sets out those obligations.

Specialist Group (SG) Obligations	Obligations of the IWA Office
	Designate staff member(s) as SG Manager/officer(s) to be contacts for SG Chairs, secretaries, and committee members on all matters described below.
Maintain a constitution document detailing group objectives, the democratic process for elections of Group leaders and management committee and an outline of activity.	Prepare constitutional document template for use/guidance by groups. Provide support to the SG election process. Publish group details on IWA website.
Contribute to research and practice in the scientific, technical or management areas of their specialist subject.	Enable the communications among Group members Through the online communication platform or indirect mass emailing
Develop international networks in furtherance of above; welcome new SG members and facilitate contacts within the SG.	Regularly update the SG Chair/Secretary with the group members list.
<ul style="list-style-type: none"> ○ Participate in the IWA Young Water Professionals (YWP) Programme ○ Encourage YWPs to participate in SG events ○ Involve YWPs within the SG management committee. 	Liaise with SGs in development and support of YWP Programme. Facilitate mentors/mentees.
Participate in the development and delivery of the IWA 5-year Strategic Plan.	Ensure that SGs are involved in the process of development and delivery. Keep SGs up-to-date with progress.
Disseminate knowledge and information within the SG and to others in IWA by means of newsletters, web blogs, online communication platforms, and IWA website.	Publish newsletters produced by the SGs; Manage the Specialist Group websites; establish an online communication platform on IWA website as information channel for SG Leaders and members..



Disseminate knowledge and information to the international community by means of contributions to specialist conferences; IWA Biennial congresses; Leading Edge conferences; workshops; IWA publications, The Source magazine, Reports, Blogs, IWA Connect, etc.	Invite SGs to submit articles and blogs for the IWA Magazine, and for the IWA website; maintain the IWA Conference diary; develop and update a Specialist conference procedure incorporating templates, financial and insurance arrangements; liaise with SGs at all stages of conference promotion; ensure the full range of IWAP publishing capacity is available to SGs. Set easy and clear rules for publication of papers from SG conferences in reviewed IWA journals and non reviewed publications by electronic means only.
Participate in IWA World Congresses by identifying/nominating referees, collaborating with other SGs and the Programme Committee in preparing a challenging programme under the leadership of the Programme Committee.	Facilitate the exchange of information between the IWA Programme Committee of the Biennial Congress and SG leaders. Advise on workshop themes appropriate to the location, themes of the Congress.
Take part in the annual SG Leaders Forums of all SG Chairs (or nominees); liaise with IWA offices in developing the Agenda.	Organize SG Leaders Forum annually, with once in two years at the IWA Biennial Congress. Develop an agenda with input from SGs and Strategic Council; make all necessary arrangements for the SG Leaders Forum; provide notes of agreed actions.
Identify challenging topics for Task Groups, encourage appropriate experts (from one or more SGs) to form Task Groups and report/disseminate conclusions and to contribute to clusters.	Liaise with SGs in developing Task Group and cluster projects; maintain support throughout the Task Group and cluster activity.
Prepare report on the outcomes of all Groups' conferences/workshops for and submit to IWA Office.	Summarise SG reports as appropriate for considerations by the IWA SC; provide SC feedback to SGs (e.g., at the SG Leaders Forum)
Develop collaboration with other SGs in joint projects, workshops, specialist or regional conferences.	Facilitate the flow of relevant information from all IWA committees to SGs as necessary.
Investigate possibilities for preparation of relevant reports and books for publication by IWA Publishing.	Support Specialist groups with publication through IWA Publishing
Prepare annual report on current and proposed activity for submission to IWA Strategic Council.	Manage the reporting/submission process; provide SC feedback to SGs
Identify needs for and take actions to rejuvenate group activity; accept group 'retirement' if appropriate.	Monitor group activity using criteria (e.g. conferences and workshops, newsletters, publications, blogs, attendance at SG Leaders Forums). Identify low activity and make suggestions. If group becomes inactive recommend group retirement to IWA SC.

On behalf of the IWA Specialist Group on I accept the obligations as summarised above and will use my best endeavours to faithfully carry them out.

Signed:



Position:

Date:

On behalf of IWA, I accept the obligations as summarised above and will use my best endeavours to faithfully carry them out.

Signed:

Position:

Date:



Specialist Groups, Working Groups, Task Groups, Task Forces, Clusters

1. In brief:

A specialist group is a vehicle for networking and issue-based interaction on water-related scientific, technical and management topics and is open for all members.

A management committee is the body that oversees the day-to-day activities of a specialist group. Its membership is refreshed at defined periods with the element of election by the specialist group's members.

A working group is a sub-group of a parent specialist group, is open to all members of that specialist group, is not time-limited, and provides the opportunity for collaboration on a sub-topic of the parent specialist group.

A task group is a sub-group of a parent specialist group, it is formed to undertake a specific task, it is time-limited and its membership is closed (by invitation only).

A cluster is a grouping of existing specialist groups (and sister associations where appropriate) to facilitate systematic "conversations" across specialist groups and beyond the association.

A task force is a group formed to undertake a specific task, it is time-limited and its membership is closed (by invitation only). A task force can be the outcome of a partnership between IWA and other organisations.

2. In detail:

Specialist Groups

Specialist Groups represent the core vehicle for issue-based interaction on scientific, technical and management topics. They facilitate collaboration and generate products, including conferences and publications. They are self-managed and include groups covering all-important topics in the water management sector. They have no finite life. In some cases, they may have multiple umbrellas (e.g. both IWA and IAHR). Membership and participation is open to any IWA member. More active involvement of specialist group members (e.g. in working groups or task groups as defined below) may be submitted for approval to the specialist group management committee according to the specialist groups internal rules (constitution) as approved by IWA. Specialist groups are not funded by IWA; the Association, however, does have a mechanism in place for holding funds (generated by specialist group activities) in trust for specialist groups to use at future dates to further the aims of the group. Being self-managed, each group is managed and functions slightly differently and in the way that best suits it. Every group, however, has defined internal rules supported by a constitution and functions within the context of a Partnership Agreement between the Specialist Group and IWA - these are not rule-based prescriptions of the ways in which the relationship will be maintained, but describe a range of reciprocal obligations.

The day-to-day work of each specialist group is overseen by a management committee and each specialist group decides upon the management structure that suits it best. Standard practice is to elect the positions of Chair and Secretary as a minimum and these elected officials form the group's officers. The exact mechanism of election varies from group to group, but is defined within the group's constitution and according to guidelines defined by IWA.

Working Groups

A Working Group is a sub-set of a specialist group with a defined restricted scope (e.g. real-time control in urban drainage, as part of the SG on Urban Drainage), that can generate a wide range of activities around those sub-topics. Each working group is aligned with a specific "parent" specialist



group and its members contribute to the working group's activities and can join the working group's management team after approval by the existing working group's management team. Formation, governance and management of the working groups are undertaken by the "parent" specialist group and its management committee. Working groups have no limitation in lifetime and are not funded by IWA.

Task Groups

Task Groups have a finite life (max. 3 years) and are formed in order to perform a defined task, e.g. production of IWA Scientific and Technical Report, Manual of Best Practice, Position Paper, etc. Task Groups (like working groups) are hosted by one or more "parent" specialist groups or a specialist group cluster (see below), and it is particularly valued if it is supported by a range of specialist groups. Formation of a task group follows a proposal and review process supported by a work plan and clearly defined deliverable(s). Membership of, and participation within a task group is by nomination and invitation only. Limited funding from IWA is available to support and encourage the activities of a limited number of concurrent task groups. When funding is provided by IWA the task group is required to provide annual status reports.

IWA policy on task group formation, evaluation and funding

- A task group has a finite life and is formed in order to perform a defined task e.g. production of IWA Scientific and Technical Report, Manual of Practice, Position Paper, etc.
- IWA or IWA Publishing retains copyright of all outputs from the task group (e.g. papers, reports, books).
- Each task group has a maximum life span of 3 years.
- Annual interim progress reports to be prepared for each Strategic Council Meeting.
- Any request for funding must be explicit on what the IWA funding would support. Funding may cover reasonable expenses incurred in preparing the product – e.g. economy class travel, accommodation, venue hire; not salary costs, overheads or equipment purchase.
- The IWA Board of Directors and Executive Director aim to encourage diversity of activity and will consider the relationship with existing task groups and other IWA groups when making decisions with regard to funding. No concurrent funding will be available for task groups on similar topics.
- Funding will only be approved on the basis of an agreed budget for the task group.
- The maximum amount of funding for each task group is €7,500.
- There is maximum funding of €2,500 per task group per year.
- There is a maximum of €10,000 available for funding task groups per year – i.e. a maximum of 4 fully funded task groups running at any one time.
- Costs will be reimbursed in arrears at periods of 12 months, 24 months, and on final delivery of the product. All requests for reimbursement must be supported by appropriate documentation (receipts, invoices, etc.).

Proposals for new task groups should be sent to Hong Li (Hong.Li@iwahq.org) who will arrange for them to be reviewed by the Strategic Council SG sub-committee.

Clusters

Specialist Groups, as their name implies, are focused on distinct speciality areas. In scientific and technical realms, the work of the specialist groups generally results in the development of in-depth understanding that is the key to knowledge development. This knowledge is needed as a basis for science based solutions, but sometimes knowledge produced by a combination of distinct, yet related Specialist Groups is needed. This is what the clusters are meant to do – to facilitate systematic "conversations" across specialist groups in addressing critical problems and, at the same time, to synergise knowledge creation. Participation in a cluster can be extended to representatives of "sister" associations where appropriate and when the knowledge of that Association adds value to the cluster



(e.g. International Society of Microbial Ecology within the Bio Cluster). Clusters can be tightly defined (eg Bio Cluster) and formed with a chartering document to describe its objectives, the topics to be addressed by the cluster, its membership, its way of working and its cluster committee (see below); or loosely to bring together closely related specialist groups to share plans and experience and foster cooperation and joint activities (e.g. Utilities Cluster).

Task Forces

Historically (and currently), the name Task Force has been used to describe three very different things:

1. a synonym for a Working Group, e.g. the Water Loss Task Force;
2. a body similar to Task Group, but not coming from Specialist Group, e.g. the Water and Health Task Force;
3. a new programme, activity or initiative or its steering/advisory committee (see below), e.g. the Task Force to promote women's leadership and participation in the water sector.

For the sake of consistency, it is proposed that the name Task Force should be limited to 2. A body similar to Task Group, but not coming from Specialist Group - i.e. it should have a finite life and be formed to undertake a specific task. Task Forces can be partnerships between IWA and other organisations. It should be supported by a Terms of Reference, activity plan and clearly defined deliverable(s).



Guidelines for the Elections of Specialist Group Leaders and Management Committee Members

Specialist Groups are a mechanism for IWA to identify and encourage its future leaders and a leadership position in a specialist group is a good way for members to become known by their peers. We wish to ensure that as many members (taking into account age, gender, segments and regions) as possible are encouraged to participate actively in the leadership of specialist groups. Regular, open and transparent elections are therefore required to achieve management renewal. A key element of each group's "constitution" must be a description of the management committee and a clear, agreed and transparent procedure for the election of new officers.

Group Officers should serve for a minimum of 2 years and a recommended maximum of 6 years (to be defined in each SG constitution). Elections should be held by ballot (mail or email or web-based systems) of all group members, or in combination of the Group meetings at a specialised conference or IWA World Water Congress. The preference would be 4-year terms, with nominations and election by (electronic) ballot of all members of the group facilitated by the IWA office.

The two most common processes currently followed and supported by IWA are described below. The main difference between the two processes is that in Option A an election is held for specific positions (chair, secretary, etc.); whereas in Option B an election is held for membership of a management committee and the elected members of the committee then hold a secondary vote for the leadership positions. In both cases there are a number of common steps that should be followed:

1. Written agreement on the positions to be elected, their responsibilities and any necessary criteria
2. Written agreement on the process to be followed
3. Notify group members of forthcoming election (positions, criteria and process) and solicit nominations
4. Invite group members to vote for the candidates
5. Collate results and notify group members of results
6. Report to IWA secretariat about the election process (candidates, elected persons, etc.).

Points 1 and 2 on clear and open election process need to be included in the SG constitution document.

SG shall apply Option A or Option B, or include in their constitution the detailed description of the election procedure which should be based on principles of Options A or B.



Option A

Positions for Election

1. In terms of responsibilities
 - a. Chairperson
The Chairperson shall be the presiding officer at all meetings of the group and management committee and act as chairman of the management committee.
 - b. Secretary
The Secretary shall act as the main contact person between the management committee, group and IWA and maintain a written record of all business and matters presented, and the action thereupon, at all meetings of the management committee. The Secretary shall maintain a record of all events in which the Group participates, and prepare an Annual Report for each year served.
 - c. Other positions
e.g. Vice-chair, newsletter editor, treasurer, management committee member.
2. In terms of the period in office, e.g. 2 years, 3 years , 4 years.
3. Key criteria, e.g. SG management team members must be IWA paid member for 3 years or more. They shall be leaders or active members of their field: this may be evaluated e.g. by asking candidates to provide a short bio or CV and a letter of intent or motivation describing how they aim to serve the SG.

Process

1. Communicate to all group members asking for nominations and self-nominations of candidates (including short biography max 300 words and a letter of intent or motivation describing how they aim to serve the SG) for available positions, defined at the 1 stage. This shall not be a pre-selection of candidates, but information for voters. Give a deadline (e.g. two – three weeks).
2. Collate, agree and approve the list of candidates with advice from current specialist group Chair and Secretary (1 week). In case a candidate is rejected, a written explanation should be given to the candidate before the election.
3. Prepare a ballot form for each position with candidates' names in alphabetical order.
4. Distribute ballot form to all group members, ballot forms to be returned to IWA Office within 2 weeks. Or preferably using web-based systems for members to vote (in that case, a clear procedure to guarantee the anonymity of votes should be established).
5. IWA staff to collect and collate results (1 week).
6. Preliminary results made available to current specialist group Chair and Secretary (1week) for final approval.
7. Notification to all Specialist Group members about the outcome of the election. Total 8 weeks from start to finish.



Option B

Positions for Election

Management Committee - The activities of the Specialist Group are directed by a management committee elected by the group. The management committee will be composed of X members and it is the intention of the group to ensure that the board is composed of a good mix of geographical location, and topical and professional interest, as well as to ensure the involvement of Young Water Professionals (YWPs) (e.g. at least one in each group as YWPs representative).

1. How Many Positions? e.g. 6, 8, 10, 12, 14, 16.
2. Responsibilities
 - a. strategically coordinate and manage the activities of the group;
 - b. make appointments from the committee for specific positions: Chairperson; Secretary; etc.;
 - c. act as ambassadors for the group (and IWA) to the countries in the region they represent and help to recruit new members to the group;
3. Terms of the period in office, e.g. 2 years, 3 years, 4 years.
4. Any key criteria
e.g. SG management team members must be IWA member for 3 years or more. They shall be leaders or active members of their field, well balanced in terms of geographical locations, etc.: this may be evaluated e.g. by asking candidates to provide a short bio or CV and a letter of intent or motivation describing how they aim to serve the SG.

Process

1. Communicate to all group members asking for nominations and self-nominations of candidates (including short biography max 300 words and a letter of intent or motivation describing how they aim to serve the SG) for available positions. This shall not be a pre-selection of candidates, but information for voters. Give a deadline of two-three weeks.
2. Collate, agree and approve the list of candidates with advice from current specialist group Chair and Secretary (1 week). In case a candidate is rejected, a written explanation should be given to the candidate before the election.
3. Prepare a ballot form with candidate's names in alphabetical order.
4. Distribute ballot form to all group members, ballot forms to be returned to IWA Office within 2 weeks. Or preferably using web-based systems for members to vote (in that case, a clear procedure to guarantee the anonymity of votes should be established).
5. IWA staff to collect and collate results (1 week).



6. Preliminary results made available to current specialist group Chair and Secretary (1 week) for final approval.
7. Notification to all Specialist Group members about the outcome of the election.
8. Those elected to the management committee will elect among themselves a new chairman, secretary and any other defined position during the first meeting of the new Management Committee, which can be held during the next IWA Specialised Conference of the group or other IWA event (e.g. World Water Congress). Election procedures for the defined positions should be based on principles and rules similar to those described in these guidelines.